



# **SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP) 2019 - 2022**

## **BACKGROUND**

The Service Delivery and Budget Implementation Plan (SDBIP) is in essence the management and implementation tool which sets in-year information such as quarterly service delivery and monthly budget targets and links each service delivery output to the budget of the municipality. It further indicates the responsibilities and outputs for each of the senior managers, the top management team, the resources to be used and the deadlines set for the relevant activities. It is informed by the Integrated Development Plan and the Budget approved by Council and it seeks to map out how the IDP priorities and objectives through various departmental programmes will be achieved.

The Service Delivery and Budget Implementation Plan form the basis on which Performance Agreements of the Municipal Manager and senior managers will be concluded and signed in terms of Section 57 of the Municipal Systems Act.

## **2. LEGISLATIVE IMPERATIVE**

### **2.1 Definition of the Service Delivery and Budget Implementation Plan**

In terms of Chapter 1(i) of the Municipal Finance management Act (Act 53 of 2003) (MFMA), an SDBIP is a detailed plan approved by the mayor of a municipality in terms of Section 53(1)(c)(ii) for implementing the municipality's delivery of services and its annual budget and which must indicate:

- (a) Projections for each month of-
  - (i) Revenue to be collected by source; and
  - (ii) Operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter; and
- (c) Any other matters that may be prescribed.

## **3. THE STRUCTURE OF THE MUNICIPALITY**

The municipality's political affairs are managed through a joint Executive Committee (EXCO) headed by the Mayor. There are different Portfolio Committees, each headed by a member of the Executive Committee member established to ensure effective governance. The municipal administrative departments report to council via EXCO through its Portfolio Committees of relevance in terms of the key performance areas. The following are the portfolio committees that have been established;

### **3.1 OFFICE OF THE MAYOR**

The office of the Mayor is responsible for the delivery of the following key performance areas;

### **3.2 Communication and Marketing**

- Development and fostering relations with the public and private sector
- Partnerships in alternative service delivery options
- Liaise with all external stakeholders and other spheres of government regarding the investment and development of Walter Sisulu Local municipality

### **3.3 Planning and Reporting**

- Identifying the needs of community through Public participation and strategizing to meet the needs
- Monitor and evaluate adherence to legislation
- Ensure the development of business plans and policy guidelines

### **3.4 Special Projects**

Development and implementation of special programs and projects in areas that require special focus and attention are crucial for national, provincial and local government. Special projects amongst others include:

- Ward Committee support
- Councilor support

### **3.5 Administration Structure**

The administration is headed by the Municipal Manager who is assisted by the heads of departments constituted as follows:

- Directorate: Office of the Municipal Manager
- Directorate: Corporate Services
- Directorate: Community Services
- Directorate: Infrastructure and Technical Services
- Directorate: Budget and Treasury

### **3.6 The Role of the Mayor in the context of SDBIP**

- To ensure annual performance agreements are linked with measurable performance objectives in the IDP and the SDBIP
- To oversee Accounting Officer and the Chief Financial Officer
- To ensure political guidance over the budget before the start of the financial year
- To make sure that the SDBIP goes public not later than 14 days after their approval

### **3.7 The Role of the Accounting Officer**

In terms of the Section 68 and 69 of the MFMA, the accounting officer bears the following responsibilities:

- Assist the Mayor to perform budgetary functions and provide the Mayor with administration support, information and resources
- Budget implementation
- Submit SDBIPs for the Municipal Manager and all Senior Managers
- Implement and report on the progress of SDBIPs

Furthermore, Circular 13 of the MFMA identifies five necessary components that must be contained in an SDBIP as follows:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (operating and capital) and revenue for each vote;

- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward.

### 3.8 Approval of the Service Delivery and Budget Implementation Plan

In terms of Section 69 (3) of the MFMA, the Accounting Officer must no later than 14 days after the approval of an annual budget submit to the Mayor a draft SDBIP for the budget year and drafts of the annual performance agreements as required in terms of section 57 (1) (b) of the Municipal Systems Act (Act 32 of 2000) for the Municipal Manager and all senior managers.

Subsequent to this, Section 53 of the MFMA requires that the Executive Mayor of a municipality approves the municipality's SDBIP within 28 days after the approval of the budget.

### Implementation and Monitoring of the SDBIP

Performance progress against the set objectives, indicators and targets set out in the SDBIP will be monitored and reported on as follows:

- Monthly in terms of Section 71 of the MFMA
- Quarterly reports in terms of Section 52 of the MFMA
- Mid-year budget and performance report in terms of Section 54 and 72 of the MFMA
- Annual Performance Report in terms of Section 46 of the Municipal Systems Act (as amended)
- Annual Financial Statements in terms of Section 122 of the MFMA
- Annual report in terms of Section 121 of the MFMA

## 4. BUDGET INFORMATION

### 4.1 The forecasted expenditure can be summarised as follows: (R 000)

TYPE	2019/2020	2020/2021	2021/2022
Operating	248 365	259 453	259 453
Capital	23 048	25 125	25 125
<b>TOTAL</b>	<b>271 413</b>	<b>284 8577</b>	<b>284 8577</b>

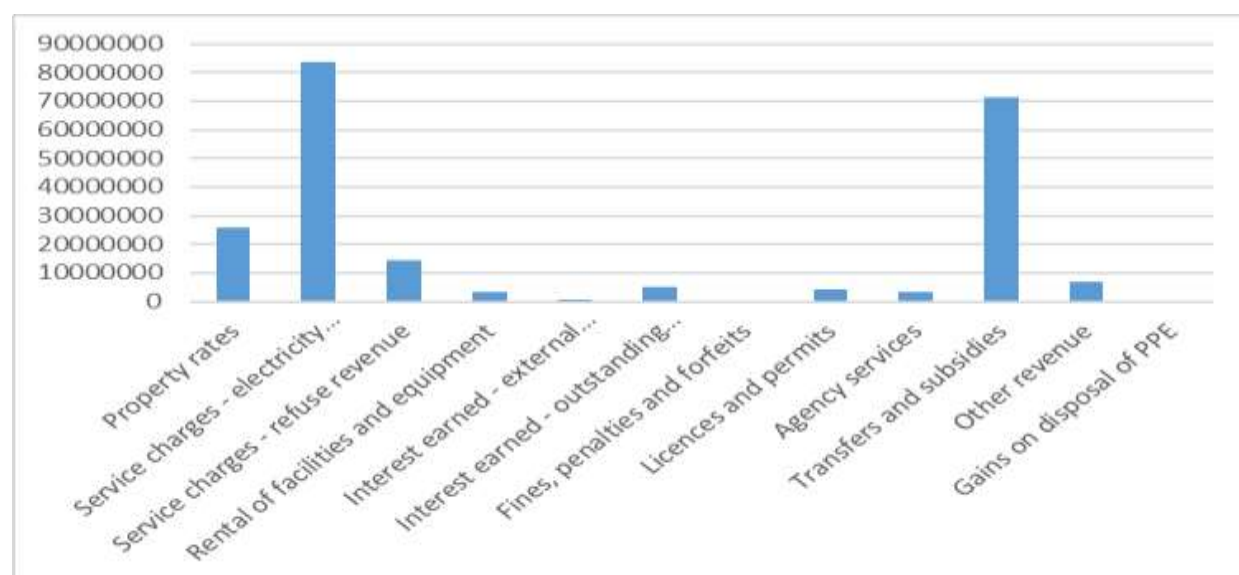
## 4.2 Effect of the annual budget

The projected forecasts for the MTREF are as follows: (R 000)

### OPERATING BUDGET

Type	2019/2020	2020/2021	20200	2019
Revenue	252 660	268 393	268 393	
Expenditure	248 365	259 453	259 453	
Surplus/(Deficit)	4 295	8 940	8 940	
Less: Capital Grants	23 048	25 125	25 125	
Surplus/Deficit excluding Capital Grants	27 344	34 064	34 064	

### Revenue by Source



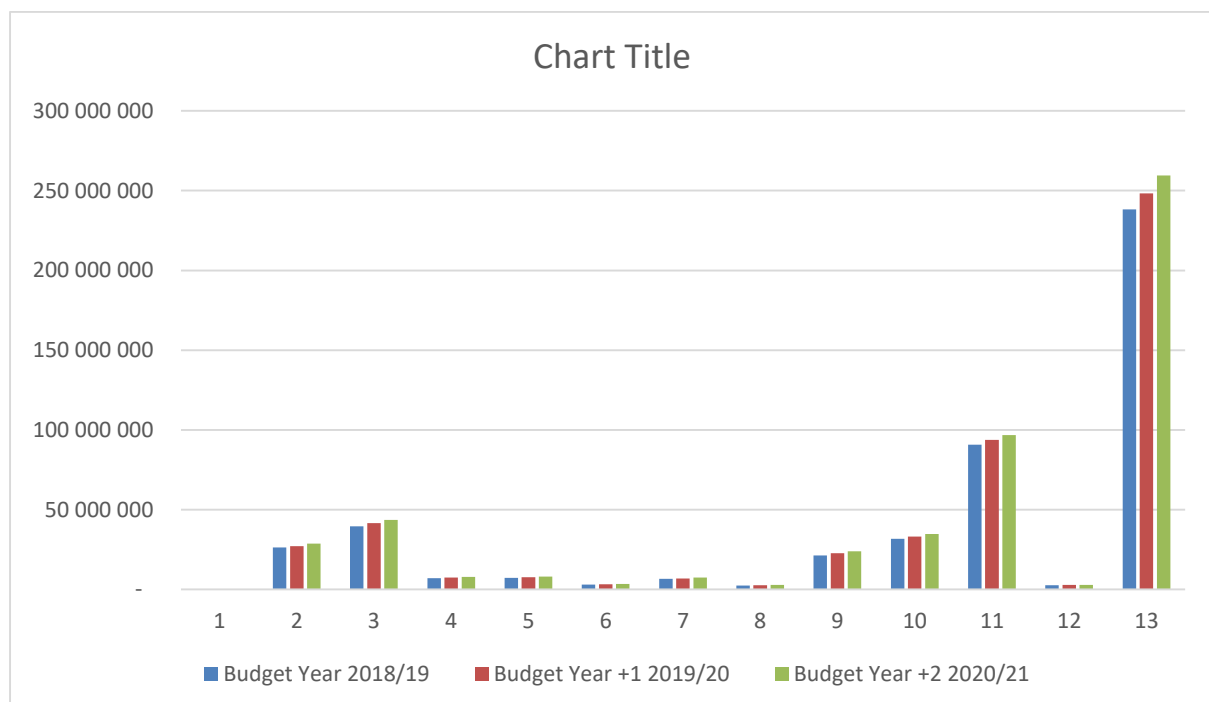
## CAPITAL BUDGET (R 000)

Objective	2019/20	2020/21	2021/22
Governance and Admin	1 760	1 860	1 860
Community and Safety Services	20	20	20
Economic Services	18 882	19 720	19 720
Trading Services	5 130	6 410	6 410
<b>Total</b>	<b>25 792</b>	<b>28 010</b>	<b>28 010</b>

The projected funding of the capital budget is as follows: (R 000)

Funding Source	2019/20	2020/21	2021/22
National Government	23 992	26 110	26 110
Own Funds	1 800	1 900	1 900
<b>Total</b>	<b>25 792</b>	<b>28 010</b>	<b>28 010</b>

## Capital Expenditure by vote



## **MUNICIPAL MANAGER'S QUALITY CERTIFICATE**

I, \_\_\_\_\_ in my capacity as the Municipal Manager of the Walter Sisulu Local Municipality submit this Service Delivery and Budget Implementation Plan (SDBIP) for the 2019/22 financial years for approval by the Honourable Mayor. This Reviewed SDBIP has been prepared in terms of the stipulated requirements as documented in the Local Government: Municipal Finance Management Act of 2003.

\_\_\_\_\_  
**FKP NTLEMEZA**  
**MUNICIPAL MANAGER**

\_\_\_\_\_  
**DATE**

## **HONORABLE MAYOR'S APPROVAL**

I \_\_\_\_\_ in my capacity as the Mayor of the Walter Sisulu Local Municipality, hereby approve the Service Delivery and Budget Implementation Plan (SDBIP) for the 2019/2022 financial year as required in terms of Section 54 (1)(c) of the Local Government Municipal Finance Management Act of 2003.

\_\_\_\_\_  
**THE MAYOR**

\_\_\_\_\_  
**DATE**



**KPA1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

**DEVELOPMENT STRATEGY: STRENGTHEN THE SKILLS AND HUMAN RESOURCE BASE**

<b>IDP STRATEGIC OBJECTIVES</b>	<b>Reference Number</b>	<b>Department</b>	<b>Indicator</b>	<b>POE Required</b>	<b>Baseline</b>	<b>Annual Target 2019/2020</b>	<b>Annual Target 2020/2021</b>	<b>Annual Target 2021/2022</b>
Build and enhance the human resource capacity of the municipality	MTOD19-1	Corporate Services	Number of organisational structure reviewed and approved by Council.	Reviewed organisational structure and Council Resolution	1	1	1	1
Build human resource capacity for institutional and community development	MTOD19-2	Corporate Services	Number of Human Resource Development Strategy developed.	Approved HR Development Strategy	New Indicator	1	1 x reviewal	1 x reviewal
Build human resource capacity for institutional and community development	MTOD19-3	Corporate Services	Percentage of employees placed.	Placement report and placement letters	New Indicator	100%	100%	100%
Ensure the implementation of the Work Skills Plan of the municipality	MTOD19-4	Corporate Services	Number of training programmes implemented as per the WSP.	WSP and training plan	WSP and training plan	1	1	1

**KPA1: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT**

**DEVELOPMENT STRATEGY: STRENGTHEN THE SKILLS AND HUMAN RESOURCE BASE**

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To provide a framework for identifying conduct that is ethical and acceptable for the employees and officials of the WSLM	MTOD19-5	Corporate Services	One approved code of conduct	Code of Conduct	Main Collective Agreement	1	Review	Review



Ensure effective and efficient governance	MTOD19-7	Corporate Services	Number of Records management Policies adopted and implemented	Approved policy	Draft Records Management Policy	1	1	1
Ensure that all employees comply with the requirements in terms of how leave should be utilized.	MTOD19-8	Corporate Services	Compliance with Leave Management Policy	Leave Management Policy	Complete Leave Register and monthly leave reconciliation reports	13	13	13
Improving standards of <b>workplace health and safety</b> to reduce work-related injury and illness	MTOD19-10	Corporate Services	Number of Occupational Health & Safety Policies and Plan approved	Approved Occupational Health & Safety Policy, Plan		1	Review	Review
	MTOD19-12	Corporate Services	Effective and efficient management of auxiliary services	Annual Plan, Monthly rosters and reports	Reports	13	13	13
Implement a municipal – wide performance management system	MTOD 19-01	MM's Office	Number of performance management policy frameworks reviewed and implemented	Quarterly, mid – year and annual reports	6 reports	6	6	6

Implement a municipal – wide performance management system	MTOD 19 - 01	MM's Office	Number of section 57 & 54 managers with signed performance agreements	Signed performance agreements	5 performance agreements	5	5	5
To balance the demands of constituencies in the community with the realities of constrained of resources available	MTOD19-01	MM's Office	Number of long term strategic planning session convened	Approved comprehensive municipal long term strategic plan	1 plan	1	1	1
To limited litigations at the municipality	MTOD 19-01-06	MM's Office	Update of ligation register and confirmations	Litigation register and confirmations	New indicator	1	1	1

**KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT**

**DEVELOPMENT STRATEGY: ERADICATE BACKLOGS IN ORDER TO IMPROVE ACCESS TO SERVICES AND ENSURE PROPER OPERATIONS AND MAINTENANCE**

IDP STRATEGIC OBJECTIVES	Reference Number	Department	Indicator	POE Required	Baseline	Budget	Annual Target 2019/2020	Annual Target 2020/2021	Annual Target 2021/2022
Eradicate current infrastructure backlogs and improve access to municipal services	19 - BSD/TECH 01	Technical Services	Kilometers of road infrastructure network maintained	Quarterly report submitted to section 79 committee	100km	Capital/operational Budget	150 km	200km	250km
Eradicate current infrastructure backlogs and improve access to municipal services	19 - BSD/TECH 01	Technical Services	The percentage of households with access to basic level of electricity	Monthly electricity monitoring reports	100%	Operational	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services	19 - BSD/TECH 01	Technical Services	Percentage of electricity faults and meters maintained/replaced	Quarterly report submitted to section 79 committee	100%	Operational	100%	100%	100%

Eradicate current infrastructure backlogs and improve access to municipal services	BSD/TECH 19-02	Technical Services	Number of building plans or Architectural building greater than 500 m2 in accordance with NBRBSA 103/ 1977 approved (8 weeks & 14 weeks)	Completion certificates and project close out reports	New indicator	Operational	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services	BSD/TECH 19-02	Technical Services	Maintenance of buildings to be in proper conditions	Completion certificates and project close out reports	New indicator	Operational	20	30	40
Eradicate current infrastructure backlogs and improve access to municipal services	BSD/TECH 19-02	Technical Services	Implementation of land use management Policies and regulations.	Reports, adverts and council resolutions	New indicator	Operational	100%	100%	100%
To ensure safe and suitable housing environment	BSD/TECH 190	Technical Services	Title deeds Requested and distributed to beneficiaries	Reports, title deed register, distribution register and title deed	New indicator	Operational	100%	100%	100%

## KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT

**DEVELOPMENT STRATEGY: ERADICATE BACKLOGS IN ORDER TO IMPROVE ACCESS TO SERVICES AND ENSURE PROPER OPERATIONS AND MAINTENANCE**

IDP STRATEGIC OBJECTIVES	Reference Number	Department	Indicator	POE Required	Baseline	Budget	Annual Target 2019/2020	Annual Target 2020/2021	Annual Target 2021/2022
Eradicate current infrastructure backlogs and improve access to municipal services	BSD 19	Community Services	Percentage of Maintenance and refurbish municipal amenities and properties	Reports, completion certificates and inspection reports	New indicator	Operational	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services	BSD 19	Community services	Percentage of Integrated waste management plans approve and implemented	Reports	New indicator	Operational	100%	100%	100%
Eradicate current infrastructure backlogs and improve access to municipal services	BSD 19	Community services	Percentage library programmes and projects implemented	Reports	New indicator	Operational	100%	100%	100%
To render effective traffic control	BSD 19	Community services	Percentage of traffic laws and regulations implemented	Traffic fines, roosters, reports	New indicator	Operational	100%	100%	100%



### KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT

#### DEVELOPMENT STRATEGY: CREATE JOB OPPORTUNITIES TO REDUCE POVERTY AND UNEMPLOYMENT

IDP STRATEGIC OBJECTIVES	Reference Number	Department	Key Performance Indicator	POE Required	Baseline	Budget	Annual Target 2019/2020	Annual Target 2020/2021	Annual Target 2021/2022
To create job opportunities through public sector led works programmes to reduce unemployment	LED 19 - 01	MM's Office	Job opportunities created through EPWP, CWP and MIP driven projects	List of beneficiaries, employment contracts and employment registers	261 Jobs created	R30 259 000.00	400	500	600
To promote small and medium enterprise development	LED 19 -02	MM's Office	Development support to local hawkers and SMEs	List of beneficiaries, SME detailed information, development plan, 30 hawkers stalls	New indicator	R953 600.00	30 hawkers stalls, 1 SME development plan, 10 SME beneficiaries, 25 SMEs supported	15 SME beneficiaries, 25 SMEs supported	20 SME beneficiaries, 25 SMEs supported

To build capacity in young people for economic emancipation	LED19-02	MM's Office	Local young people participating in capacity building initiatives	List of beneficiaries and detailed information	New indicator	R200 000.00	100	100	100
To promote and support sustainable socio-economic development initiatives	LED 19 -03	MM's Office	Local tourism marketing events supported	Project business plans, letters requesting support from WSLM, Service level agreements, Reports	New indicator	R150 000.00	3	3	3
To develop a municipal wide local economic development framework	LED 19 -04	MM's Office	LED Strategic Plan approved, support to small projects given and stakeholder participation	Approved LED Strategic Plan, ward base plans, applications for project linked grant funding and stakeholder engagements	New indicator	R200 000.00	1 plan, 11 ward based plans, 2 funding application and 4 LED roundtables	11 ward based plans, 2 funding application and 4 LED roundtable s	11 ward based plans, 2 funding application and 4 LED roundtable s

KPA 4: FINANCIAL MANAGEMENT								
IDP STRATEGIC OBJECTIVES	Reference Number	Department	Indicator	POE Required	Baseline	Annual Target 2019/2020	Annual Target 2020/2021	Annual Target 2021/2022
Improve financial management in the municipality	FV19 -01	Financial Services	Number of budgets submitted to Council for Approval	Council submission minutes of meeting indicating approval of budget	1	1	1	1
Improve financial management in the municipality	FV19 -01	Financial Services	Develop and implement integrated Revenue enhancement strategy by 30 June 2020	2019-2020 approved Revenue Enhancement Strategy in place	90 %	100%	100%	100%
Improve financial management in the municipality	FV19 -01	Financial Services	Adhere to budget reforms and DoRA as per MFMA calendar	Preparation and submission Budget returns, s52(d) s71, s72 B schedule, and C schedule as per MFMA calendar	12 REPORTS	12 Report	12 Report	12 Report
Improve financial management in the municipality	FV19 -01	Financial Services	Develop GRAP Compliant Annual Financial Statements (AFS) annually	GRAP AFS submitted by 31 <sup>st</sup> August 2019	1	1	1	1

Improve financial management in the municipality	FV/TECH 19 -01	Technical Services	Percentage of municipal capital budget spent on capital projects	Capital expenditure report	100%	100%	100%	100%
Improve financial management in the municipality	FV19 -01	Financial Services	Update the GRAP compliant Asset Register	GRAP Compliant Asset Register by 30 June 2019	1	1	1	1
Improve financial management in the municipality	FV19 -01	Financial Services	Payment of creditors within 30 days from receipt of invoice. Compliance with MFMA	Compliance with MFMA S65 by 30 June 2021	Creditors are paid within 30 days	Report on payment on invoices within 30 days by 30 June 2019	Report on payment on invoices within 30 days by 30 June 2020	Report on payment on invoices within 30 days by 30 June 2021
Improve financial management in the municipality	FV19 -01	Financial Services	Implement integration of MSCOA into the system as per Treasury requirements	Compliance with MSCOA by 1 July 2019	12	12	12	12
Improve financial management in the municipality	FV19 -01	Financial Services	Reviewal of Finance Related policies	Council submission minutes of meeting indicating approval of budget and budget related policies	1	1	1	1

## DEVELOPMENT STRATEGY: EFFECTIVE ENGAGEMENT WITH COMMUNITIES THROUGH SURVEYS AND OTHER MEDIA PLATFORMS

IDP STRATEGIC OBJECTIVES	Reference Number	Department	Indicator	POE Required	Baseline	Budget	Annual Target 2019/2020	Annual Target 2020/2021	Annual Target 2021/2022
Improve organisational cohesion and effectiveness	GG&PP 19 – 01	MM's Office	Number of community engagements through surveys and media platforms	Newsletters, newspaper articles, website upload reports and survey report	New indicator	Operational	258	300	350
Ensuring Public Participation	GG&PP 19 -02	MM's Office	Number of external and internal public participation consultations conducted	Report and attendance register	New indicator	Operational	299	299	299
Ensuring Public Participation	GG&PP 19 -02	MM's Office	Number of public participation Strategies and policies developed and approved	Approved policies and strategies	New indicator	Operational	1	N/A	N/A
Contribute to the fight against HIV/ Aids	GG&PP 19 -03 1	MM's Office	Number of external and internal HIV/AIDS and TB awareness's and programmes conducted	Reports and minutes	New indicator	Operational	21	21	21

Contribute to the fight against HIV/Aids	GG&PP 19-03 1	MM`s Office	Number of HIV/AIDS Strategies and policies developed and approved	Approved Strategies and policies	New indicator	Operational	1	N/A	N/A
To ensure good governance	GG&PP 19 – 04	MM`s Office	Number of Mainstreaming strategies and policies developed and approved	Approved Strategy	New indicator	Operational	1	N/A	N/A
To ensure good governance	GG&PP 19 – 04	MM`s Office	Number of mainstreaming awareness and programmes conducted	Reports and minutes	New indicator	Operational	5	5	5
To ensure good governance	GG&PP 19 -05-1	MM`s Office	Number of Risk reports prepared submitted	Risk register	New indicator	Operational	4	4	4
To ensure good governance	GG&PP 19 -05-1	MM`s Office	Number of Internal Audit Reports prepared submitted	Internal Audit Reports/minutes	New indicator	Operational	8	8	8

Ensure effective and efficient governance	GG&PP 19-2 (CSD)	Corporate Services	Number of council committees supported	Annual calendar of meetings, Minutes, attendance register		Operational	30	30	30
Ensures a coordinated synergy towards the designing and implementing of ICT Plans and solutions throughout the Municipality	GG&PP19-6	Corporate Services	Number of ICT Governance Framework approved	Approved Governance Framework	Draft Governance Framework	Operational	1	Review	Review
Ensure effective and efficient governance	GG&PP19-1(CSD)	Corporate Services	Number of Municipal by-laws approved by Council for promulgation	List of By-Laws supported by Council resolution, Gazette	29 Draft By-Laws	Operational	22	-	-
Ensure that fleet management is the process whereby vehicle tracking, driver management, speed management, fuel management and health and safety management is organised at WSLM Municipality.	GG&PP19-11	Corporate Services	Compliance with the Fleet Management Policy	Detailed quarterly Reports	Fleet Management Policy	Operational	4	4	4